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ABSTRACT

Although leadership should not be thought of as manifest only in the acts of a single person, the school principal is the person who arranges the organizational conditions. To help future and present school principals, issues behind leadership and the management aspects of the principalship are presented. The book combines theory and practice, allowing enough leeway to encourage tailored solutions. The focus is on the practicalities of making better use of staff in decision making, program analysis and curriculum reform, and in improved instructional delivery systems. The text contains 16 chapters which are divided into four parts: (1) organizational and societal settings, with chapters on style, instructional leadership, decision processing and decision making, the school and the community, and legal rights and responsibilities of students and staff; (2) school program design and delivery, with ideas on school restructuring, creating a positive learning climate, special students and special services, restructuring the curriculum, restructuring learning, restructuring the deployment of instructional personnel, and restructuring time scheduling; (3) managing the personnel system, with discussions on human resources development and staffing the school: recruitment selection and termination; and (4) management tools and techniques, which describes computer applications for school management, and budgeting, accounting, and building management. Each chapter concludes with a series of suggested activities so that practitioners, students, and professors can reflect on the concepts presented in this chapter. (Includes 22 case studies and an index.) (RJM)

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